Our Bold Path "Work Plan" (Updated 2017)

GOAL C. EMBRACE AGILITY.

To *embrace agility* within our culture of excellence.

Millersville University will be adaptive, versatile and flexible as we seek to achieve goals to enhance our learner-focused environment and ensure our long-term success. We will accomplish this goal by fostering agility in all of our individual and collective practices, processes and structures where the community embraces creativity and innovation, supports risks and practices resiliency.

Proposed Prioritized Strategies: *(Click on the blue links in the first column below to go to the specific strategy's work plan)*

Goal C Strategy 1 (GC S1)	Establish new ways of doing business, reorganize structures, update technology, reconsider facility use, and review budgets and policies.
Goal C Strategy 2 (GC S2)	Change our institutional culture to one where we anticipate internal and external change to meet the needs of current and future students.

In the process to update the **Our BOLD Path Work Plan Action Plan** in summer 2017, suggested changes for the Strategic Advisory Council's consideration for alignment are documented as follows:

Yellow highlighted rows represented minor changes; including modifications to wording for clarification or transitioning from design to implementation if targets were on target or achieving positive progress, or moving within the work plan due to alignment with goal or strategy.

Green highlighted rows represent major changes; including items that are new or changed but continued, rationale for example, may include revised targets, challenges in implementation or achieving targets, or new targets as original targets were met.

Light Blue highlighted rows represent major changes; including those completed or retired due to feasibility concerns or other reasons, such as accomplishing the initial action plan.

Red font indicates wording for former language.

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GOAL C. To embrace agility within our culture of excellence.	Division or Area: Finance & Administration
Strategy 1 (GC S1): *Establish new ways of doing business, reorganize structures, update technology, reconsider facility use, and review budgets and policies.*	

Prioritized Action Plans

	Action Plan(s)	Responsible Cabinet Member	Collaborative Cabinet Member(s)	Start Date	End Date
GC S1.1	Continue to closely align budget process with strategic needs. *[Continue.]*	Bruszewski	Cabinet	October 2014	2020
GC S1.2	Continue to implement a systematic renewal and renovation plan for equipment, technology and facilities *[Continue.]*	Bruszewski	Cabinet	October 2014	2020
GC S1.3	Each Cabinet member will conduct a comprehensive process review to identify and prioritize two processes per year for the next five years that could be eliminated, shortened, streamlined, enhanced or automated. *[Continue.]*	Cabinet		October 2014	October 2019
GC S1.4	Develop a 5-year facilities capital plan The Five-Year Facilities' Plan will be presented to COT in March each year, for approva*l. [Continue, moved here from GB S7]*	Bruszewski	Cabinet	2014	2020
GC S1.5 NEW	Clarify and align space utilization needs in alignment with the academic program master plan; includes using the consultant's space utilization assessment to development and implement new space utilization guidelines to reduce gross square footage overage, per PASSHE formula. *[New, create new target measure for goal C – reduction of gross square footage]*	Bruszewski	Prabhu, Hazlett	2017	2020
GC S1.6 NEW	Align the creation of the new campus master plan with the Middle States decennial self-study process and next strategic plan process. *[New]*	Bruszewski	Cabinet	2017	2020

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GOAL C. To embrace agility within our culture of excellence.	Division or Area: Academic & Student Affairs, Enrollment Management, Finance & Administration
Strategy 2 (GC S2): *Change our institutional culture to one where we anticipate internal and external change to meet the needs of current and future students.*	

Prioritized Action Plans

	Action Plan(s)	Responsible Cabinet Member	Collaborative Cabinet Member(s)	Start Date	End Date
GC S2.1	Create and empower agility teams with clear spheres of authority to resolve specific institution-wide challenges that have been identified by Cabinet. Transition the agility team structure to the dual operating system model to enhance the culture of innovation and creativity, *[Completed and changed.] [similar to former GB S7.2]*	Cabinet		2014	2020
GC S2.2	Employ systematic, evidence-based decision making to promote continuous, institutional renewal – Plan. Do. Check. Act. Conduct a successful decennial MSCHE self-study and site visit that leads to an updated strategic plan. *[Continue.]*	Prabhu	Cabinet	2014	2020
GC S2.3	Work on adapting contemporary best practices in Human Resources – job classifications/re-characterization. *[Continue.]*	Bruszewski	Cabinet	October 2014	2020
GC S2.4	Recruit a talented, highly qualified, and diverse workforce and retain effective faculty and staff through professional development and leadership development experiences and opportunities. *[Continue.]*	Bruszewski	Prabhu, Hazlett	October 2014	2020
GC S2.5	Increase digital process flow to enhance agility in approval processes that includes reducing reliance on paper, space for storage, and time to manage documentation. *[Continue.]*	Bruszewski	Cabinet	October 2014	2020
GC S2.6	Assess and improve our campus climate for employees, including staff and temporary faculty. *[Continue, moved from GB 7.1]*	Bruszewski (staff), Prabhu (faculty)		October 2014	2020